

Concordia University
Faculty Council of the John Molson School of Business
Minutes of the meeting held April 21, 2006

JMSB-2006-04M

Present: J. Tomberlin (Chair)
J. Ahmad (Econ.), K. Argheyd (Mana.), M. Armanious (CASA), C. Bayne (DS&MIS) S. Betton (Fina.), M. Bergier (Mktg.), S. Brutus (Mana.), S. Danaie (Facilities), B. Desai (Comp.Sci.), C. Draimin (Acco.), A. Fagnoli (Reg.), M. Genova (Staff), S. K. Goyal (DS&MIS), A. Harland (Lib.), A. B. Ibrahim (Assoc. Dean), M. Islam (Acco.), G. Kanaan (Assoc. Dean), D. Kira (DS&MIS), R. Knitter (Mana.), S. Leblanc (CASA), J. Lim (Mktg.), T. Lituchy (Acco.), M. Magnan (Assoc. Dean), A. Mohummed (CASA), S. Mustafa (Acco.), I Rakita (Fina.), P. Renaud (CASA), C. A. Ross (Mktg.), E. Sacca (SGS), M. Sharma (DS&MIS), J. St-Germain, (CASA), R. Vahidov (DS&MIS), L. Wong (Staff)

Absent with
Regret: A. Ahmad (Fina.), H. Bhabra (Fina.), B. Campbell (Econ.), T. Correa (CASA), I. Dostaler (Mana.)
J. Freed (Fina.), S. Ghani (CASA), M. Horst (TESL), L. Katsanis (Mktg.), J. Kellett (CGSA),
C. Lajeunesse (Pres.), E. Lobo (CGSA), M. Mulrennan (SGS), F. Nebebe (DS&MIS), D. Peltier-
Rivest (Acco.), S. Robinson (Acco.), I. Sendek (Lib.), M. Singer (P&VPA), J. Zimmerman
(CASA)

I Call to Order
The meeting was called to order at 9:40.

III Open Meeting

IV *Approval of Agenda – JMSB-2006-04A*
On a motion duly seconded (S. Betton/M. Sharma) the agenda was unanimously approved.

V *Approval of the Minutes – JMSB-2006-03M*
On a motion duly seconded (P. Renaud/B. Desai) the minutes were unanimously approved.

VI Chair's Report and Question Period (15 minutes)
J. Tomberlin reported that the university was awaiting a formal announcement from the Quebec government concerning the amount of funding allotted to Concordia University that would allow the new JMSB building to begin. The building plans are under review by a building committee and preparations for the groundbreaking ceremony are being made in anticipation of the official announcement.

With regard to the issue raised at previous meetings of Council regarding faculty members billing their services to external clients through their companies, J. Tomberlin reported that his investigation confirmed that the process was legal and practiced elsewhere in the university. Nonetheless a change in policy that would disallow this type of relationship with full-time employees of the university is expected to be in place as of June 1, 2006. With regard to air quality on the sixth floor of the GM building that was discussed at a previous Council meeting, J. Tomberlin advised the latest Environmental Health and Safety report states that the remedial work completed has resulted in the sixth floor air quality now being comparable to the air quality in the rest of the GM building.

J. Tomberlin announced that JMSB students won the gold in the Marketing Happening competition for the third time in four years and congratulated the competitors and coaches and all those who participated. He announced that the Best of the Best event scheduled on May 1 has been sold out ensuring that the goal of raising funds for two Ph.D. Fellowships has been reached. Lastly, he announced that a press release will be issued on April 27 regarding the CFA Institute designation of the Concordia's JMSB Goodman Institute of Investment Management as a partner institution. The new CFA Institute partnership program was initiated

April 4. Selection is restricted to programs deemed to have high quality and follow the CFA curriculum in a specific way to serve as model programs for other universities interested in participation. Other programs that share this prestigious partnership are: Said Business School at the University of Oxford; Bocconi University, Milan; Boston University, Hong Kong University of Science and Technology; and Marquette University, Wis., USA. It was noted that over 80,000 CFA charter holders world wide will get the information and the exposure would likely have a positive effect on the GIIM program.

In response to a question about the availability of the building plans, J. Tomberlin advised that the floor plans can be accessed on the web. In answer to a question about the status of First Class accounts for alumni, he advised that alumni have been notified that their accounts would be maintained while a mechanism is found for deleting inactive accounts and keeping active accounts. With regard to the concern about the search process for graduate programs directors for the AMBA and EMBA programs, B. Ibrahim advised that a job description for one director of both the AMBA and EMBA has been developed and a call for nominations would be issued early next week.

- VII Business Arising from Previous Meeting
There was no business arising from the previous meeting.

- VIII Elections – JMSB-2006-04A-01 (15 minutes)
G. Fayerman, Department of Accountancy, and H. Simpkins, Department of Marketing, were elected by acclamation to serve on the Distinguished Teaching Awards Committee for a two-year term effective June 1, 2006 and terminating May 31, 2008.

C. Draimin, Department of Accountancy, was elected by acclamation to represent the JMSB on the Academic Planning and Priorities Committee for a three-year term effective June 1, 2006 and terminating May 31, 2009.

B. Barbieri, Department of Marketing, was re-elected by acclamation to represent the JMSB on the Academic Programs Committee for a three-year term effective June 1, 2006 and terminating May 31, 2009.

Ibrahim Aly, Department of Accountancy, was elected by acclamation to represent the JMSB on the Graduate Awards Committee for a three-year period effective September 1, 2006 and terminating June 30, 2009.

S. Mustafa, Department of Accountancy, was elected to represent the JMSB on the Faculty Tribunal Pool for a two-year period effective September 1, 2006 and terminating August 31, 2008.

M. Sharma, Department of DS&MIS, and E. Boulianne, Department of Accountancy, were elected by acclamation to serve as the JMSB Election Panel for a two-year period effective June 1, 2006 and terminating May 31, 2008.

T. Ramsaran, Department of Accountancy, M. Sharma, Department of DS&MIS, J. Mannadiar, Department of Finance, R. Knitter, Department of Management, and J. Lim, Department of Marketing were elected by acclamation to serve on the Undergraduate Student Request Committee for a one-year period effective June 1, 2006 and terminating May 31, 2007.

- IX Report: Graduate Programs, Research and Program Evaluation – JMSB-2006-04A-15
B. Ibrahim highlighted the report that announced the winners of the Joe Kelly Award and the excellent JMSB results for external grant applications.

It was moved by B. Ibrahim and seconded by K. Argheyd that Council congratulate all faculty members who made applications to external granting agencies. The motion was carried unanimously.

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A discussion ensued regarding sharing the Joe Kelly Award to accommodate both Ph.D. and M.Sc. candidates. It was generally agreed that it would be ideal if funding were available specifically for M.Sc. students. In response, M. Sharma pledged \$10,000 in the name of his family towards an endowment to offer an award to M.Sc. students only. Members of Council applauded M. Sharma's generosity.

- X Report: Administrative Affairs and Human Resources
There was no report.

J. Tomberlin was asked if there were other organizational changes anticipated in addition to the merging of the AMBA and EMBA directorships. J. Tomberlin advised that decisions have not been finalized however revisions to the administrative structure of graduate programs were being discussed with the Executive Committee and FAPC. He stated that changes would have no affect on the curriculum or academic operations. Consideration is being given to reducing the number of graduate program directors in line with the merge of the administrative staff of the MBA and DIA/DSA programs last summer. He explained that the goal, as outlined in the strategic plan discussions, is to manage the programs more effectively by eliminating duplication in areas such as admissions and marketing. Additionally, in light of the extreme shortage of faculty members, the revision would liberate more faculty members to concentrate on their expertise in teaching and research rather than administrative work.

- XI Standing Report on the status of the new JMSB building
Please refer to the Dean's Report, item VI.

- XII CGSA Report – JMSB-2006-04A-02
The report was received.

- XIII Staff Report
There was nothing to report.

- XIV Report: External Affairs and Executive Programs – JMSB-2006-04A-03
M. Magnan highlighted the report of recent activities in the Office of External Affairs. As co-chair of the Concordia Community Campaign, he encouraged everyone to respond to the canvassers noting that donors can specify, as did Professor Sharma, where their donations will be used. He thanked Professor Sharma for his generous donation and thanked the faculty and staff who have already contributed to the campaign. In closing, he encouraged participation in the Golf Tournament and the celebration of 2006 graduates.

With regard to celebrations, faculty members were urged to attend convocation on Monday, June 13th, at Place des Arts. J. Tomberlin noted an article (Article 31.04) of the CUFA agreement states that faculty members are normally expected to attend convocation if it does not fall within their agreed vacation period.

- XV Report: Undergraduate Programs, Academic and Student Affairs
There was nothing to report.

- XVI Reports from School Representatives on University Committees
There were no reports from the following committees:
- i) University Senate
 - ii) Arts and Science Faculty Council
 - iii) Senate Academic Planning and Priorities
 - iv) Senate Academic Programs Committee
 - vi) University Library Committee
 - vii) Undergraduate Scholarships and Awards Sub-committee
- v) Senate Research Committee – JMSB-2006-03A-06
The report was received.
- viii) Board of Governors - JMSB-2006-03A-07

The report was received.

It was reported that the last meeting of the Board included discussion of a document entitled A Strategic Scorecard to Support Concordia's Strategic Planning, a proposal developed by Secor Consulting, to measure performance on an annual basis. Strong concern was expressed about what appears to be a lack of consultation with the Faculty Councils and Senate regarding criteria that would directly impact on the Faculties such as the use of teaching effectiveness in the hiring of new professors. A number of Council members shared this concern. The plan to develop standardized criteria across the university and engage everyone in the continuous process of planning was commended however involvement from all constituencies was considered to be an essential element. The Chair remarked that it may be useful to have a discussion of the document at the next meeting of Council.

- ix) Council of the School of Graduate Studies
E. Sacca reported that phase one of the audit of Faculty admissions, an analysis of the errors and technical problems, has been completed. The results will be presented at the next meeting of the Council of the School of Graduate Studies. With regard to Ph.D. remissions, she advised that Faculties who have distributed their quota of awards and have more deserving students can apply to the pool of ten awards under the jurisdiction of the School of Graduate Studies. In cases where a Faculty is unable to distribute their quota of awards, the remaining awards go into a pool available to deserving Ph.D. students in other Faculties during the second tier of the process. Information on the process and the deadlines will be available shortly. Lastly, she advised that the review of the table of needs for the next capital campaign advocates for additional graduate student support.

XVII CASA Report

J. St-Germain reported the successes of the CASA Care Charity Drive fashion show held March 16th, the CA Society conference and the Sustainable Business conference organized by a team of six, five of whom were JMSB students. She reported that JMSB students won Gold in the Marketing Happening event, and placed third at the Network of International Business Schools Case Competition in Oslo, were finalists at USE Case Competition in California and the results of the Défi Marketing competition are expected next week. She thanked all those who helped the students with the competitions.

With regard to future plans J. St-Germain advised that next year JMSB will once again participate in the UNCC, the JMSB will host the Marketing Happening 2007 and will hopefully outbid Université Laval and UQAM to host the Pan Canadian Business Games in 2008. With regard to CASA elections, she reported that the new President will be Aleem Mohammed, Mark Armanious will be Vice-President, Finance and Paul Renaud will be Vice-President, Human Resources. The turnover conference with all outgoing and incoming executives will take place May 12 in the Bronfman building from 09:30 to 16:30. M. Magnan, G. Chan and CPC staff will attend. In closing, J. St-Germain advised that she was looking forward to seeing everyone at her graduation ceremony on June 13th.

Members of Council applauded Ms. St-Germain

XVIII New Business

- i) Proposed changes to the mandate of the Academic Programs Committee and to the powers of the School of Graduate Studies – JMSB-2006-04A-05 (US-2006-3-D2)
E. Sacca advised that the proposed changes, that would affect the powers of the Council of the School of Graduate Studies and Faculty Councils, stemmed from a notion that the Academic Programs Committee had the power to overrule a Council of the School of Graduate Studies recommendation regarding the new minimum standard for the TOEFL iBT. She stated that the proposed APC mandate appears to give the committee power over Councils and strongly encouraged study of the university by-laws and further discussion of the implication of the revisions. The addition of a layer of bureaucracy was questioned. The Chair explained that APC was a sub-committee of Senate with a mandate to vet recommendations made by the Councils to

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Senate. The APC mandate is unchanged and the power to approve or disapprove recommendations remains with Senate. In his view the revision would not make the Council of the School of Graduate Studies subordinate to APC. E. Sacca stated that the Steering Committee of the Council of the School of Graduate Studies will undertake a study of the by-laws to clarify the process and affirm the power of Senate.

ii) Motion regarding amendments to the Rules and Procedures for Senior Administrative Appointments – JMSB-2006-04A-06

Referring to document JMSB-2006-04A-06 C. Dramin explained that the resolution relates to a previous motion adopted by the JMSB Council in January regarding the Board of Governors revision of procedures and policies for the appointment of senior administrators. The January motion was deemed unclear by the Steering Committee of Senate and did not go to Senate or the Board. He stated that if adopted the resolution would go to the May meetings of Senate and the Board to address the need for consultation and inclusion in the selection process of senior administrators.

The proposed resolution was discussed and revised as follows with the agreement of the mover and seconder, C. Draimin and J. Riven. It was agreed that a separate vote be taken on part 1 and part 2.

WHEREAS at the May meeting of the Board of Governors a number of amendments to the Rules and Procedures for Senior Administrative Appointments will be discussed and possibly voted upon;

WHEREAS in the past proposals for changes to the Rules and Procedures for Senior Administrative Appointments were widely debated in the university;

WHEREAS the Council of the John Molson School of Business believes that some of these proposed amendments mark significant changes in the University's governance structures which may affect our academic mission;

BE IT RESOLVED:

1. *That the Board of Governors be requested to adopt a wide consultation process including reference to Faculty Councils and Senate before making any change to the Rules and Procedures for Senior Administrative Appointments;*

Part 1 was unanimously adopted.

BE IT FURTHER RESOLVED:

2. *That the Board of Governors be requested to ensure that the Rules and Procedures for Senior Administrative Appointments retain, for all senior administrative positions, search and evaluation committees with a composition that represents the full university community.*

Part 2 was unanimously adopted.

One member of Council recommended that faculty members concerned with this issue attend the open Board meeting to make an impact on the members of the Board.

The following reports were received:

- iii) Van-Berkom Endowed Chair of Small-Cap Equities Report – JMSB-2006-04A-07
- iv) Royal bank Distinguished Professor of Marketing Report – JMSB-2006-04A-08
- v) Ned Goodman Chair in Investment Finance Report – JMSB-2006-04A-09

- vi) Lawrence Bloomberg Chair in Accountancy Report – JMSB-2006-04A-10
- vii) Concordia University Research Chair in Organizational Development – JMSB-2006-04A-11
- viii) Concordia University Research Chair in Management Report – JMSB-2006-04A-12
- ix) CIBC Distinguished Professorship in Family Business Report – JMSB-2006-04A-13

It was suggested that future reports include a listing of all publications for reference purposes.

XIX Other Business

There was no other business.

J. St-Germain thanked everyone at Council for an enriching experience.

It was moved by M. Sharma and seconded by P. Renaud that Council members extend a vote of appreciation to Julie St-Germain, outgoing President of CASA, for her significant contribution to the JMSB.
The motion was carried unanimously.

XX Adjournment

It was moved by M. Sharma and seconded by J. St-Germain that the meeting be adjourned.
The motion was carried unanimously.

The meeting was adjourned at 11:25.

XXI Next meeting

The next regular meeting of Faculty Council will take place on Friday, May 19 at 09:30 in room GM302.
The first portion of the meeting will be a closed session for the approval of spring 2006 graduates.